

Message Text

CONFIDENTIAL

PAGE 01 SANTO 02454 01 OF 08 082050Z
ACTION ARA-14

INFO OCT-01 ISO-00 SS-15 ONY-00 /030 W
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R 082010Z MAY 78
FM AMEMBASSY SANTO DOMINGO
TO SECSTATE WASHDC 4454

C O N F I D E N T I A L SECTION 1 OF 8 SANTO DOMINGO 2454

FOR THE DEPUTY UNDERSECRETARY FOR MANAGEMENT
FROM THE AMBASSADOR

EO 11652 GDS
TAGS: OGEN, DR
SUB: FY 1980 GOALS/OBJECTIVES & RESOURCE MANAGEMENT (GORM)
PROCESS

REF: STATE 63477, 83859, AND 111133,

GORM FORM ZBB-3

PART I -ZBB ANALYSIS OF STATE DEPARTMENT COMPONENTS OF
MISSION

(1) DECISION UNIT NAME: DOMINICAN REPUBLIC

(2) PACKAGE I OF III

(3) ACTIVITY DESCRIPTION

A. AT 90 PERCENT OF ITS CURRENT LEVEL OF PERSONNEL RESOURCES,
THE EMBASSY COULD PURSUE WITH REASONABLE EFFECTIVENESS
US-AGREED GOALS AND OBJECTIVES IN THE DR AND ACTIVITIES
ESSENTIAL TO AN EMBASSY. OPERATING AT THIS LEVEL WOULD,
HOWEVER, MEAN ADDED STRAIN ON ALREADY HARD-PRESSED
CONSULAR PERSONNEL IN COPING WITH AN EXPANDED WORKLOAD;
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PAGE 02 SANTO 02454 01 OF 08 082050Z

SLOWER COMMUNICATIONS SERVICES AND PERIODIC REQUESTS
TO THE DEPARTMENT FOR C&R TDY ASSISTANCE: THE
ELIMINATION OF EXPERT AMERICAN MEDICAL ADVICE
AND INCREASED CONCERN OF AMERICAN EMPLOYEES AT
THIS AND OTHER CARIBBEAN POSTS OVER HEALTH PROBLEMS,
AND PROBABLY AN INCREASE IN MEDICAL EVACUATIONS;
AND REDUCED FLEXIBILITY IN ROTATIONAL TRAINING OF

JUNIOR OFFICERS AND IN FILLING ASSIGNMENT GAPS.

B. AT THE MINIMUM LEVEL, THE EXECUTIVE OFFICE STAFF OF 2 OFFICERS, 2 FSS AND 3 FSL COULD CONTINUE TO FORMULATE POLICY, PROVIDE GUIDANCE AND CLOSELY COORDINATE ACTIVITIES OF ALL ELEMENTS OF THE MISSION, WHILE CARRYING OUT PROTOCOL, REPRESENTATIONAL AND OTHER ACTIVITIES IN SUPPORT OF ALL THE MISSION'S GOALS, PARTICULARLY I, III, AND IV.

C. THE POLITICAL SECTION (2 OFFICERS AND 1 FSS PLUS 4 OFFICERS AND 1 FSS FUNDED FROM WASHINGTON COMPLEMENT) COULD CONTINUE ITS PURPOSEFUL CULTIVATION OF CONTACTS AMONG KEY DOMINICAN POLITICAL SECTORS, REPRESENTATIONS TO DOMINICAN OFFICIALS, ESSENTIAL REPORTING, MONITORING OF ACTIVITIES OF GROUPS POSING SECURITY RISKS TO THE MISSION AND CONTRIBUTIONS TO POLICY FORMULATION. BIOGRAPHIC AND LABOR REPORTING COULD BE MAINTAINED AT THE PRESENT LEVEL. THE SECTION'S ACTIVITIES WOULD BE FOCUSED ON SUPPORTING GOALS I AND III.

D. THE E/C SECTION 3 OFFICERS, 1 FSS AND 3 FSL (REDUCED FROM 4)) COULD MAINTAIN THE CURRENT SCOPE OF ITS CERP AND OTHER REPORTING OF DOMINICAN ECONOMIC DEVELOPMENTS AND VIEWS IMPACTING ON US INTERESTS AND ITS REPRESENTATION OF US POSITIONS.
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PAGE 03 SANTO 02454 01 OF 08 082050Z

THESE ACTIVITIES WOULD BE FOCUSED ON SUPPORT OF GOALS III AND IV.A, BUT WITH LESSER CAPACITY TO PROVIDE SERVICES TO AMERICAN AND DOMINICAN FIRMS IN PROMOTION OF BILATERAL ECONOMIC RELATIONS (AS INDICATED IN SUB-SECTION H. OF GOAL IV.A.)

E. THE CONSULAR SECTION WOULD BE REDUCED FROM THE CURRENT LEVEL BY ONE OFFICER AND 3 FSL TO A COMPLEMENT OF 15 OFFICERS, 1 FSS AND 40 FSL. WITH THIS COMPLEMENT THE SECTION WOULD, BUT UNDER CONSIDERABLE PRESSURE HANDLE THE PROCESSING OF AN ESTIMATED 30,000 IMMIGRANT VISAS REQUESTS (AND ISSUE SOME 18,200 IV'S) AND AN ESTIMATED 50,000 NIV APPLICATIONS (AND ISSUE SOME 26,500 NIV'S), CONDUCT ANTI-FRAUD INVESTIGATIONS, AND PROVIDE BASIC PASSPORT, CITIZENSHIP, NOTARIAL AND OTHER SPECIAL CONSULAR SERVICES. THE SECTION COULD CONTINUE ACTIVITIES TO SUPPORT GOAL V BUT TO A LESSER EXTENT.

F. THE JOINT ADMINISTRATIVE OFFICE, REDUCED FROM THE CURRENT LEVEL BY 1 OFFICER AND 8 FSL TO A COMPLEMENT OF 8 OFFICERS, 1 FSS AND 59 FSL COULD PROVIDE BASIC BUDGET, PERSONNEL, COMMUNICATIONS AND RECORD, BUILDING

MAINTENANCE AND OTHER GENERAL SERVICES. HOWEVER,

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PAGE 01 SANTO 02454 02 OF 08 082133Z
ACTION ARA-14

INFO OCT-01 ISO-00 SS-15 ONY-00 /030 W
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R 082010Z MAY 78
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C O N F I D E N T I A L SECTION 2 OF 8 SANTO DOMINGO 2454

COMMUNICATION FLOW WOULD BE SLOW, AND JAO PERSONNEL
COULD PROVIDE ONLY A MORE LIMITED RANGE OF BUILDING
AND EQUIPMENT MAINTENANCE SERVICES.

H. THE 3 OFFICER POSITIONS IN THE "OTHER" CATEGORY
WOULD BE REDUCED TO 1 REGIONAL SECURITY OFFICER, AS
THE CENTRAL COMPLEMENT JOT AND REGIONAL MEDICAL
OFFICER POSITIONS WOULD BE ELIMINATED.

(4) RESOURCE REQUIREMENTS

	FY 78	FY 79	THIS PKG ONLY	FY 1980
			CUMUL	
OFFICERS	34	34	31	31
STAFF	6	6	6	6
FSL	113	113	105	105
TOTALS	153	153	142	142

(5) IMPACT ON CURRENT US POLICY GOALS, OBJECTIVIES AND
ESSENTIAL ACTIVITIES

A. REDUCTIONS TO BRING THE EMBASSY'S COMPLEMENT TO THE
MINIMUM LEVEL WOULD NOT IMPAIR ITS BASIC CAPACITY TO
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PAGE 02 SANTO 02454 02 OF 08 082133Z

PURSUE THE MISSION'S SIX AGREED GOALS AND OBJECTIVES, BUT THEY WOULD CURTAIL TO SOME EXTENT ITS ACTIVITIES IN SUPPORT OF GOALS IV.A. AND V, WOULD REDUCE RELIABILITY AND EFFICIENCY OF COMMUNICATIONS AND ADMINISTRATIVE SERVICES, AND WOULD ADVERSELY AFFECT MORALE.

B. THE ELIMINATION OF 1 C&R OFFICER WOULD HEIGHTEN THE STRAIN ON REMAINING C&R PERSONNEL TO PROCESS THE PRESENT LEVEL OF COMMUNICATIONS TRAFFIC. SUCH TRAFFIC MAY IN FACT BE EXPECTED TO INCREASE SUBSTANTIALLY FROM THE PRESENT LEVEL BECAUSE OF SUCH LIKELY FACTORS AS A HEAVIER CONSULAR WORKLOAD AND MORE ACTIVE DOMINICAN ROLE IN INTERNATIONAL AFFAIRS AS THE DR CONTINUES TO BECOME MORE ASSERTIVE AND CONSCIOUS OF ITS ROLE IN THE CARIBBEAN AND LATIN AMERICAN SCENE. WITH A REDUCED C&R STAFF, COMMUNICATIONS PROCESSING WOULD BE SLOWER, OVERTIME COST WOULD BE INCREASED, AND IT WOULD BE NECESSARY TO REQUEST WASHINGTON TO PROVIDE TDY C&R ASSISTANCE WHEN A MEMBER OF THE EMBASSY'S C&R UNIT WAS ABSENT FOR A PROLONGED PERIOD OR IN CIRCUMSTANCES REQUIRING INTENSIFIED EMBASSY ACTIVITY. THE NECESSITY FOR OUTSIDE ASSISTANCE COULD BE MITIGATED AND THE STRAIN ON C&R STAFF REDUCED IF THE GSO AND/OR ASSISTANT GSO WERE TO BE TRAINED IN C&R FUNCTIONS AND THUS BE ABLE TO ASSIST REGULAR C&R PERSONNEL AS REQUIRED. THE REDUCTION OF 8 FSL'S WOULD MAKE IT DIFFICULT FOR THE JAO TO PROVIDE ADEQUATE BUILDING AND EQUIPMENT MAINTENANCE SERVICES AND NECESSITATE DOING MORE OF THESE ON OUTSIDE CONTRACT.

C. CONSULAR SERVICES WOULD SUFFER CONSIDERABLY FROM THE REDUCTION OF ONE FSO AND THREE FSL'S. THESE REPRESENT MOST OF THE POSITIONS THAT WERE REQUESTED IN THE CONFIDENTIAL

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PAGE 03 SANTO 02454 02 OF 08 082133Z

RECENTLY-SUBMITTED FY 80 CONSULAR PACKAGE TO ENABLE THE EMBASSY TO COPE MORE ADEQUATELY WITH THE EXPECTED EXPANSION IN THE IV PROCESSING WORKLOAD AND FLOW OF AMERICAN TOURISTS TO THIS COUNTRY. IF THESE POSITIONS WERE NOT ADDED, THE EXISTING CONSULAR STAFF WOULD HAVE TO PROCESS-IF CONSULAR VOLUME GROWS AS PROJECTED-- ABOUT 5,000 MORE IV'S THAN IT DOES NOW (WITH CONCOMITANTLY MORE INVESTIGATIONS) AND HANDLE ABOUT 900 MORE PASSPORT CASES AND OVER 2,000 MORE NOTARIALS IN ADDITION TO SPENDING MUCH MORE TIME IN PROTECTION AND WELFARE CASES. THIS COULD LEAD TO ADMINISTRATIVE BACKLOGS, MORE COMPLAINTS OF AMERICAN VISITORS AND LOWER MORALE OF CONSULAR PERSONNEL.

D. THE ELIMINATION OF THE REGIONAL MEDICAL OFFICER POSITION WOULD INTENSIFY HEALTH CONCERNS OF AMERICAN PERSONNEL POSTED HERE AND IN OTHER CARIBBEAN COUNTRIES, WHERE THE INCIDENCE OF INTESTINAL AND OTHER DISEASES IS HIGH AND STANDARDS OF SANITATION AND HOSPITAL CARE LOW. IN CONSEQUENCE, MORALE WOULD BE LOWERED AND THERE WOULD BE, JUDGING FROM PAST EXPERIENCE, A GREATER NUMBER OF MEDICAL EVACUATIONS FROM CARIBBEAN POSTS.

E. ELIMINATION OF THE CENTRAL COMPLEMENT JOT POSITION WOULD REDUCE OPPORTUNITIES FOR CROSS-TRAINING OF JUNIOR OFFICERS AND THE EMBASSY'S FLEXIBILITY IN MAINTAINING NORMAL ACTIVITIES DURING ASSIGNMENT GAPS. THE GREATEST IMPACT WOULD BE ON JUNIOR OFFICERS SERVING IN THE CONSULAR SECTION WHO WOULD HAVE LESS CHANCE OF GETTING OUT OF

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PAGE 01 SANTO 02454 03 OF 08 082157Z
ACTION ARA-14

INFO OCT-01 ISO-00 SS-15 ONY-00 /030 W
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C O N F I D E N T I A L SECTION 3 OF 8 SANTO DOMINGO 2454

FOR THE DEPUTY UNDERSECRETARY FOR MANAGEMENT FROM THE
AMBASSADOR

THE DAILY OPERATIONAL PRESSURES OF VISA AND PROTECTION
WORK AND OF OBTAINING VALUABLE EXPERIENCE BY A TOUR
IN ANOTHER EMBASSY SECTION WHERE THEIR OTHER ABILITIES
COULD BE TESTED AND DEVELOPED.

GORM FORM ZBB-3

(1) DECISION UNIT NAME: DOMINICAN REPUBLIC

(2) PACKAGE II OF III

(3) ACTIVITY DESCRIPTION

A. AT THIS LEVEL, THE ADDITION OF ONE OFFICER AND 3 FSL TO THE CONSULAR SECTION WOULD ENABLE THE SECTION TO COPE MORE ADEQUATELY WITH THE EXPANDED WORKLOAD OF VISA PROCESSING AND PASSPORT, CITIZEN, PROTECTION AND WELFARE SERVICES. RESTORATION OF 1 FSL TO THE E/C SECTION WOULD ENABLE THE SECTION TO RESPOND MORE ADEQUATELY TO REQUESTS FOR ASSISTANCE BY AMERICAN AND DOMINICAN BUSINESS FIRMS. RESTORATION OF ONE C&R OFFICER WOULD PERMIT MORE EXPEDITIOUS HANDLING OF COMMUNICATIONS AND OBVIATE THE NECESSITY FOR REQUESTING OUTSIDE TDY ASSISTANCE DURING PROLONGED ABSENCES OF ANY MEMBER OF THE C&R UNIT. THE RESTORATION

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PAGE 02 SANTO 02454 03 OF 08 082157Z

OF TWO FSL'S TO OHE JAO WOULD IMPROVE BUILDING MAINTENANCE SERVICES.

(4) RESOURCE REQUIREMENTS

	FY 78	FY 79	THIS PKG ONLY	FY 1980
			CUMUL	
OFFICERS	34	34	2	33
STAFF	6	6	- -	6
FSL	113	113	6	111
TOTALS	153	153	8	150

(5) IMPACT ON CURRENT US POLICY GOALS, OBJECTIVES AND ESSENTIAL ACTIVITIES

A. IN TME ABSENCE OF A REGIONAL MEDICAL OFFICER, HEALTH PROBLEMS OF AMERICAN PERSONNEL WOULD CONTINUE TO CAUSE HEIGHTENED CONCERN AT POSTS IN CARIBBEAN COUNTRIES AND LEAD TO MORE MEDICAL EVACUATIONS. WITHOUT A CENTRAL COMPLEMENT JOT POSITION, THE POST WOULD HAVE LESS OPPORTUNITY TO CROSS-TRAIN JUNIOR OFFICERS AND DEVELOP THEIR POTENTIAG WITH A CONSEQUENT LOWERING OF THEIR MORALE. A SHORTFALL OF 6 FSL WOULD CINTINUE TO LIMIT THE JAO'S CAPACITY TO PROVIDE ADEQUATE BUILDING MAINTENANCE SERVICES.

GORM FORM ZBB-3

(1) DECISION UNIT: DOMINICAN REPUBLIC

CONFIDENTIAL

CONFIDENTIAL

PAGE 03 SANTO 02454 03 OF 08 082157Z

(2) PACKAGE III OF III

(3) ACTIVITY DESCRIPTION

A. ALL ACTIVITIES CURRENTLY CONDUCTED BY THE EMBASSY
WOULD BE CONTINUED IN SUPPORT OF THE SIX MAJOR POLICY
GOALS AND OBJECTIVES.

(4) RESOURCE REQUIREMENTS

	FY 78	FY 79	THIS PKG ONLY	FY 1980 CUMUL
US OFFICERS	34	34	2	35
US STAFF	6	6	--	6
FSL	113	113	6	117
TOTALS	153	153	8	158

(5) IMPACT STATEMENT

A. EMBASSY RESOURCES WILL BE JUST ADEQUATE TO PERFORM
KEY FUNCTIONS IN SUPPORT OF THE SIX MAJOR GOALS AND
OBJECTIVES AND CARRY OUT ESSENTIAL ACTIVITIES.
CONSULAR PERSONNEL WILL STILL OPERATE UNDER GREAT
PRESSURES TO HANDLE THE 30,000 IV AND 50,000 NIV APPLI-
CATIONS EXPECTED TO BE RECEIVED DURING THE PERIOD AND
RESPOND EFFECTIVELY TO REQUESTS FOR SERVICES BY SUB-
STANTIALLY INCREASED NUMBERS OF AMERICAN TOURISTS.
THE JAO WOULD BE ABLE TO PROVIDE MOST BUILDING AND
EQUIPMENT MAINTENANCE SERVICES FOR THE MISSION, BUT WILL
HAVE TO CONTRACT OUT SOME OF THEM.

GORM FORM ZBB-2

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PAGE 04 SANTO 02454 03 OF 08 082157Z

FY 78	PKG I	PKG III	PKG III
(90PERCENT)	(95PERCENT)	(FY 80	CURRENT LEVEL)

AM	AM	FSL	AM	AM	FSL	AM	AM	AM	AM
OFF	STF	FSL	OFF	STF	FSL	OFF	STF	FSL	OFF

EXEC 2 2 4 2 2 3 2 2 3 2 2 3

POL 2 1 1 2 1 - 2 1 - 2 1 -

E/C 3 1 4 3 1 3 3 1 4 3 1 4

CON 15 1 39 15 1 40 16 1 43 16 1 43

ADM 9 1 65 8 1 59 9 1 61 9 1 67

OTHER 3 - - 1 - - 1 - - 3 - -

TOTAL 34 6 113 31 6 105 33 6 111 35 6 117

NON-SALARY FUNDING OF STATE PROGRAMS AND ACTIVITIES
ASIDE FROM SALEKY AND RELATED PAYMENTS, THE EMBASSY'S
GENERAL OPERATING EXPENSE FUNDS ARE ALLOCATED IN THE MAIN

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PAGE 01 SANTO 02454 04 OF 08 082149Z
ACTION ARA-14

INFO OCT-01 ISO-00 SS-15 ONY-00 /030 W
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FM AMEMBASSY SANTO DOMINGO
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C O N F I D E N T I A L SECTION 4 OF 8 SANTO DOMINGO 2454

FOR THE DEPUTY UNDERSECRETARY FOR MANAGEMENT FROM THE AMBASSADOR

FOR RENTS, UTILITIES, TRANSPORTATION, TELEPHONES AND OTHER
COMMUNICATIONS, AND OTHER NECESSARY SERVICES. A RELATIVELY SMALL
REDUCTION IN STAFF WOULD NOT GENERATE ANY SIGNIFICANT SAVINGS IN
THESE COSTS. SMALL SAVINGS MIGHT BE ACHIEVED BY TIGHTER CONTROL OF
THE USE OF ELECTRICITY AND OTHER UTILITIES, WHICH THE EMBASSY
IS CURRENTLY SEEKING TO APPLY. SOME SAVINGS IN UTILITIES COSTS
MIGHT ALSO RESULT FROM CHANGING THE EMBASSY'S WORKING HOURS TO
REDUCE THE LUNCH PERIOD AND THEREBY SHORTEN THE LENGTH OF THE
WORKING DAY, A PROPOSAL THAT IS NOW UNDER STUDY. A SOMEWHAT
SMALLER ALLOTMENT OF REPRESENTATIONAL FUNDS MIGHT BE ADEQUATE FOR
THE EMBASSY'S NEEDS AFTER THE MAY 16 GENERAL ELECTIONS.
NEGOTIATIONS WITH THE TELEPHONE COMPANY ARE CURRENTLY IN PROGRESS
WITH A VIEW TO OBTAINING REDUCED RATES AS A RESULT OF THE
INSTALLATION OF EMBASSY-OWNED TELEPHONE EQUIPMENT. NO SAVINGS
WOULD ACCRUE FROM CURTAILING OUR PROGRAM OF REPLACING FURNITURE
AND FURNISHINGS, SINCE THIS IS A SRLF-SUSTAINING PROGRAM USING

PROCEEDS OF SALE FUNDS.

PART II - SUMMARY EVALUATION OF GOALS/OBJECTIVES AND RESOURCE
MANAGEMENT OF NON-STATE COMPONENTS OF THE MISSION

A. USAID/DR

1. WITH AN AUTHORIZED COMPLEMENT OF 23 AMERICANS
(18 DIRECT HIRE, 2 IDI'S, AND 3 PASA), PLUS 2 AMERICANS ON
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PAGE 02 SANTO 02454 04 OF 08 082149Z

PERSONAL SERVICES CONTRACT AND 37 LOCAL EMPLOYEES, USAID/DR IS
THE SECOND LARGEST ELEMENT OF THE MISSION AFTER THE STATE
COMPONENT. IT CURRENTLY ADMINISTERS DEVELOPMENT ASSISTANCE TO
THE DR IN THE MAGNITUDE OF \$20 MILLION, INCLUDING A \$15 MILLION
AGSECTOR LOAN AND A \$4.8 MILLION HEALTH SECTOR LOAN. IN
ADDITION, A PL 480 TITLE I LOAN OF \$1.4 MILLION WAS EXTENDED
DURING FY77 AND PL 480 TITLE II ASSISTANCE IS CURRENTLY BEING
PROVIDED IN THE MAGNITUDE OF \$5 MILLION.

2. ADDITIONAL LOANS OF ABOUT \$10 MILLION IN THE AGSECTOR, \$7
MILLION IN THE HEALTH SECTOR AND \$5 MILLION FOR PRIMARY EDUCATION
IN RURAL AREAS, ARE BEING PREPARED FOR SIGNATURE LATER THIS FISCAL
YEAR OR DURING THE NEXT. FOR FY80, TENTATIVE AID PLANNING
PROJECTS A TOTAL AID PROGRAM IN THE DR OF ABOUT \$32 MILLION IN
LOANS AND \$2 MILLION IN GRANTS. OF THE \$32 MILLION IN LOANS, \$5
MILLION WOULD BE IN THE EDUCATION SECTOR (TRAINING IN EDUCATIONAL
CREDIT AND AGRARIAN REFORM MANAGEMENT) AND THE REMAINDER IN
AGRICULTURAL AND RURAL DEVELOPMENT (CREDIT, FEEDER ROAD MAINTENANCE,
AGRO-INDUSTRY, NATURAL RESOURCE DEVELOPMENT AND REGIONAL RURAL
DEVELOPMENT). THE PROJECTED FY 80 PROGRAM WOULD REQUIRE AN
ADDITION OF 2 AMERICANS TO THE CURRENT AID/DR STAFF.

3. SINCE THE RURAL POOR CONSTITUTE THE LARGEST DISADVANTAGED
SECTOR OF THE POPULATION, IN FACT THE MAJORITY, AID PROGRAMS
FOCUS ALMOST ENTIRELY ON RURAL POVERTY. BASIC AID STRATEGY HAS
BEEN TO STIMULATE THE GOVERNMENT TO GIVE HIGHER PRIORITY ATTENTION TO
RURAL DEVELOPMENT AND HELP IMPROVE THE RESPONSIVENESS OF THE
AGRICULTURE AND HEALTH SECRETARIATS TO THE NEEDS OF THE
POOREST OF THE RURAL POPULATION. THIS HAS IMPRESSED THE EMBASSY
AS A SOUND STRATEGY IN RELATION TO US INTERESTS. HOWEVER, OUR AID
PROGRAMS HERE HAVE THUS FAR HAD LITTLE OF THE IMPACT THAT
WAS ENVISAGED FOR THEM. WHILE THE COUNTRY'S EXTRAORDINARY
ECONOMIC GROWTH OVER THE PAST DECADE HAS MULTIPLIED RESOURCES
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PAGE 03 SANTO 02454 04 OF 08 082149Z

AVAILABLE TO THE GOVERNMENT, THE PRESIDENT, WHO TIGHTLY CONTROLS THEIR ALLOCATION, HAS DEVOTED A DISPROPORTIONATE SHARE OF THE BUDGET TO CAPITAL INTENSIVE INFRASTRUCTURE. CONVERSELY, THE RURAL POOR, THE PRIME TARGET OF OUR AID PROGRAMS HERE, HAVE REAPED LITTLE OF THE BENEFIT OF THE COUNTRY'S ECONOMIC GROWTH. THE PRESIDENT'S PRIORITIES ARE NOT LIKELY TO CHANGE SIGNIFICANTLY IF HE IS REELECTED, AND IF THE OPPOSITION PRD WINS THE ELECTION, IT WILL BE ITS OWN ACCORD LIKELY DEVOTE MUCH GREATER ATTENTION AND RESOURCES TO DISADVANTAGED SECTORS.

3. THUS, OUR AID PROGRAM IN THE CURRENT MAGNITUDE CONTRIBUTES TO STIMULATING SOCIO-ECONOMIC DEVELOPMENT HERE (GOAL II) BUT TO LESS THAN THE EXPECTED EXTENT. IT ALSO MAKES CONTRIBUTIONS TO IMPROVING BILATERAL TIES (GOAL IV) THROUGH AID-SPONSORED TECHNICAL EXCHANGE AND CONSULTATION

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PAGE 01 SANTO 02454 05 OF 08 082111Z
ACTION ARA-14

INFO OCT-01 ISO-00 SS-15 ONY-00 /030 W
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C O N F I D E N T I A L SECTION 5 OF 8 SANTO DOMINGO 2454

FOR THE DEPUTY UNDERSECRETARY FOR MANAGEMENT FROM THE AMBASSADOR

PROJECTS AND OVER THE LONGER RANGE TO REDUCING ILLEGAL DOMINICAN IMMIGRATION TO THE US (GOAL V) BY HELPING IMPROVE CONDITIONS WHICH NOW IMPEL DOMINICANS TO SEEK OPPORTUNITIES OUTSIDE THEIR NATIVE COUNTRY. IT HAS THE FURTHER POTENTIAL OF HELPING ENCOURAGES REGIONAL COOPERATION (GOAL III) BY SUPPORTING DOMINICAN PARTICIPATION IN THE RECENTLY-LAUNCHED CARIBBEAN COOPERATION INITIATIVE.

4. UNDER PRESENT CIRCUMSTANCES, IT SEEMS PRUDENT TO AVOID TAKING ANY INITIATIVES FOR NEW AID PROGRAMS UNTIL THE MAKEUP AND DIRECTION OF THE NEW GOVERNMENT BECOME CLEAR AFTER THE PRESIDENTIAL INAUGURATION NEXT AUGUST. IN ANY CASE, IN THE FUTURE SUCH PROGRAMS SHOULD BE FOCUSED ON AREAS WHERE THE GREATEST GOVERNMENT SUPPORT IS MOST LIKELY TO BE OBTAINED. IT IS THEREFORE A SOUND COURSE TO CONTINUE TO CONCENTRATE OUR

EFFORTS ON AGRICULTURE AND RURAL DEVELOPMENT, AS PROJECTED BY AID, WHILE HEALTH PROGRAMS, WHERE GODR SUPPORT HAS THUS FAR LAGGED, MIGHT WELL BE CURTAILED OR ELIMINATED, THOUGH WE SHOULD CONSIDER ALTERNATIVE WAYS OF ENCOURAGING POPULATION PLANNING. THERE IS SOME QUESTION ALSO AS TO THE VALUE TO US OBJECTIVES OF INITIATING AID PROJECTS IN EDUCATION IN FY80, AS ENVISAGED IN TENTATIVE AID PLANS.

5. ON THE SURFACE, A COMPLEMENT OF 23 AMERICANS AND 37 LOCAL EMPLOYEES, PLUS TWO AMERICANS ON PERSONAL SERVICES CONTRACT, CONFIDENTIAL

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PAGE 02 SANTO 02454 05 OF 08 082111Z

WOULD APPEAR MORE THAN ADEQUATE TO HANDLE AN AID PROGRAM IN THIS COUNTRY OF THE CURRENT SCOPE. UNDER CURRENT GUIDELINES RELATING TO PERSONNEL RESOURCE STRINGENCIES, REDUCTIONS MAY BE IN ORDER IN AID/DR'S PRESENT COMPLEMENT, BEGINNING WITH ITS 2 IDI'S. ELIMINATION OF AID HEALTH AND EDUCATION PROGRAMS WOULD PERMIT FURTHER REDUCTIONS OF SEVERAL AMERICANS AND MORE LOCAL PERSONNEL.

B. PEACE CORPS

1. THERE ARE 2 AMERICANS AND 8 FSL'S ON THE PC/DR STAFF AND APPROXIMATELY 100 PC VOLUNTEERS IN THIS COUNTRY. THE VAST MAJORITY OF PCV'S HERE ARE ENGAGED IN PROJECTS RELATING TO FOOD PRODUCTION, HELPING SMALL FARMERS INCREASE PRODUCTIVITY AND DIVERSIFY CROPS; OTHERS ASSIST SMALL FARMERS IN MANAGING NIOPBPTIVES AND FINANCES AND IMPROVE MARKETING; SOME ARE IN HEALTH AND NUTRITION PROJECTS; AND SOME IN UNIVERSITY-LEVEL TEACHING, RESEARCH AND OTHER TECHNICAL FIELDS.

2. THE PC PROGRAM HERE CONTRIBUTES MAINLY TO OUR GOAL II OF STIMULATING SOCIO-ECONOMIC DEVELOPMENT. THROUGH THE INTENSIVE GRASS-ROOTS RELATIONSHIPS OF THE PCV'S WITH RURAL DOMINICANS, WITH WHOM OTHER MISSION ELEMENTS HAVE LITTLE DIRECT CONTACT, THE PC PROGRAM ALSO PLAYS A USEFUL ROLE IN PROMOTING BILATERAL TIES, NOTABLY IN TWO-WAY COMMUNICATION (GOAL IV.B) AND IN PROJECTING AMERICAN VALUES, THUS IMPACTING ON GOAL I OF PROMOTING HUMAN RIGHTS AND RESPECT FOR DEMOCRATIC POLITICAL INSTITUTIONS.

3. FOCUSED AS IT IS ON MEETING BASIC HUMAN NEEDS, THE PC PROGRAM NICELY SUPPLEMENTS THAT OF AID. THE CURRENTLY-PROJECTED PRIORITIES OF THE PC HERE -- NAMELY AGRICULTURE PRODUCTION, CROP DIVERSIFICATION, NUTRITION EDUCATION AND GENERAL HEALTH, WATER, CONSERVATION, MARKETING AND FINANCIAL MANAGEMENT -- SEEM GENERALLY APPROPRIATE TO OVERALL US OBJECTIVES HERE. THE CURRENT CONFIDENTIAL

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PAGE 03 SANTO 02454 05 OF 08 082111Z

PC PROJECTS MOST marginally related to US objectives, notably in professional services areas, are being phased out in favor of additional health and nutrition projects.

4. THERE HAS BEEN SOME QUESTION OF THE ADMINISTRATIVE CAPACITY OF DOMINICAN AGENCIES ADEQUATELY TO SUPPORT SOME PCV PROJECTS. IN LIGHT OF THIS AND OF THE FACT THAT PC PROJECTS HAVE LARGELY A SCATTERED LOCAL IMPACT, US OBJECTIVES WOULD NOT BE SERIOUSLY ERODED BY A REDUCTION OF THE NUMBER OF PCV'S IN THIS COUNTRY. RESPONDING TO WASHINGTON'S REQUEST, THE PC/DR DIRECTOR PROJECTS A "MINIMUM" LEVEL OF BETWEEN 50-60 PCV'S, OF WHOM ABOUT HALF WOULD BE ENGAGED IN RURAL DEVELOPMENT, AND THE OTHERS IN HEALTH, NUTRITION AND HOME ECONOMICS, AND HYDROLOGY PROJECTS. A PROGRAM OF THIS MAGNITUDE WOULD REQUIRE

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PAGE 01 SANTO 02454 06 OF 08 082116Z
ACTION ARA-14

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C O N F I D E N T I A L SECTION 6 OF 8 SANTO DOMINGO 2454

FOR THE DEPUTY UNDERSECRETARY FOR MANAGEMENT FROM THE AMBASSADOR

A FEW LESS LOCAL EMPLOYEES ON THE PC/DR STAFF
YM THIS PROJECTIONS
SEEMS REASONABLE.

C. MAAG

1. AS THE US MILITARY INTERVENTION OF 1965 HAS BECOME MORE DISTANT AND US MILITARY ASSISTANCE TO THE DR DECREASED, THE SIZE OF THE MAAG HERE HAS BEEN PROGRESSIVELY REDUCED. THREE OFFICER POSITIONS HAVE BEEN ELIMINATED OVER THE PAST TWO YEARS, INCLUDING THE SEPARATE CHMAAG POSITION, AND ONE OF THE TWO NCO POSITIONS IS TO BE REPLACED BY A CIVILIAN. THE MAAG COMPLEMENT HERE WILL SHORTLY CONSIST OF 5 AMERICANS -- 3 OFFICERS (ONE FROM EACH SERVICE), AND 1 NCO AND 1 CIVILIAN --

AND 2 LOCAL EMPLOYEES.

2. THE US SECURITY ASSISTANCE PROGRAM T THE DR CURRENTLY CONSISTS OF \$1 MILLION FMS AND \$750,000 IMET. (IN THE CONGRESSIONAL PRESENTATION DOCUMENT OF FY79, THE PROJECTED IMET LEVEL IS \$525,000 BUT THE SUBSTANTIVE PROGRAM WILL NOT BE SIGNIFICANTLY REDUCED SINCE CERTAIN ADMINISTRATIVE COSTS NOW CHARGED TO THE COUNTRY PROGRAM WILL BE CHARGED IN THE FUTURE TO OPERATION OF THE CANAL ZONE SCHOOLS.) IN ADDITION TO DEVELOPING SECURITY ASSISTANCE RECOMMENDATIONS, MAAG PERFORMS THE STATUTORY FUNCTION OF MONITORING THE USE OF A LARGE AMOUNT OF US-
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PAGE 02 SANTO 02454 06 OF 08 082116Z

PROVIDED MILITARY EQUIPMENT, TRAINING AND SERVICES RECEIVED BY DOMINICAN ARMED FORCES. IN ADDITION, MAAG ASSISTS THE DOMINICAN MILITARY IN MAKING COMMERCIAL PURCHASES OF US DEFENSE ITEMS AND MAAG OFFICERS MAINTAIN CLOSE RELATIONSHIPS WITH KEY DOMINICAN MILITARY WHO PLAY A KEY ROLE IN THE DOMINICAN POWER STRUCTURE. MAAG ACTIVITIES HERE CONTRIBUTE PRIMARILY TO GOAL III BY CNOURAGING REGIONAL DEFENSE COOPEATION. THEY ALSO SUPPORT GOA IV, PROMOTING BILATERAL MILITARY TIES, AND GOAL I, BY PROVIDING AN ADDITIONAL CHANNEL FOR CONVEYING TO INFLUENTIAL DOMINICAN MILITARY US CONCERN FOR PROMOTING HUMAN RIGHTS AND DEMOCRATIC INSTITUOQ NS.

3. GIVEN THE PROXIMITY OF CUBA AND THE RELATIVE WEAKNESS OF THE DOMINICAN ARMED FORCES, ALONG WITH THE MEMORY OF THE CHAOTIC EVENTS OF 1965, THE DOMINICAN MILITARY (LIKE MOST OTHER DOMINICANS) LOOK TO THE US AS THE MAIN GUARANTOR OF THEIR COUNTRY'S SECURITY. TAKING ACCOUNT ALSO OF THE SHARP REDUCTIONS IN SECURITY ASSISTANCE TO THE DR OVER THE PAST SEVERAL YEARS AND DOMINICAN PERCEPTIONS THAT THE US HAS BECOME LESS DISPOSED TO COMBAT COMMUNIST AGGRESSION, IT WOULD BE PRUDENT FOR THE US TO AVOID MOVES IN THE NAR FUTURE WHICH WOULD INCREASE DOMINICAN APPREHENSIONS THAT THE US IS NO LONGER CONCERNED ABOUT THEIR SECURITY.

4. AGAINST THIS BACKGROUND, THE CURRENT MAGNITUDE OF US SECURITY ASSISTANCE TO THE DR SEEMS APPROPRIATE AND FURTHER REDUCTIONS IN THE US MILITARY COMPLEMENT OF MAAG IN THE NEXT TERM WOULD NOT SERVE OVERALL US INTERESTS. OVER THE NEXT SEVERAL YEARS, HOWEVER, AS THE DOMINICAN MILITARY BECOME MORE CAPABLE OF HANDLING THEMSELVES PURCHASES OF US MILITARY EQUIPMENT AND SERVICES, CONSIDERATION MIGHT WELL BE GIVEN TO INTEGRATING SECURITY ASSISTANCE PLANNING AND ADMINISTRITIVE FUNCTIONS IN THE DEFENSE ATTACHE'S OFFICE WITH A CONSEQUENT FURTHER REDUCTION
CONFIDENTIAL

CONFIDENTIAL

PAGE 03 SANTO 02454 06 OF 08 082116Z

IN THE TOTAL NUMBER OF US MILITARY PERSONNEL IN THIS COUNTRY.

D. IAGS/DR

1. THERE IS ONE AMERICAN REPRESENTATIVE OF THE INTER-AMERICAN GEODETIC SURVEY STATIONED HERE, ADMINISTRATIVELY SUPPORTED BY MAAG, WHO PROVIDES TECHNICAL ASSISTANCE TO VARIOUS DOMINICAN AGENCIES IN DEVELOPING AND UPDATING MAPS, MAKING HARBOR CHART SURVEYS, OBTAINING CATOGRAPHIC EQUIPMENT AND MAKING AVAILABLE IAGS CARTOGRAPHIC TRAINING. THE CONTRIBUTION OF THIS PROGRA TO US OBJECTIVES IN THIS COUNTRY IS MINIMAL. HOWEVER, IN RELATION TO THE SMALL US FINANCIAL OUTLAY FOR IT (ABOUT \$50,000), ITS CONTINUATION TO SERVE OTHER US INTERESTS MAY BE WORTHWHILE.

E. DEFENSE ATTACHE'S OFFICE

1. THE DEFENSE ATTACHE'S OFFICE HAS A COMPLEMENT OF 2

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PAGE 01 SANTO 02454 07 OF 08 082141Z
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C O N F I D E N T I A L SECTION 7 OF 8 SANTO DOMINGO 2454

FOR THE DEPUTY UNDERSECRETARY FOR MANAGEMENT FROM THE AMBASSADOR

US MILITARY OFFICERS - A DEFENSE ATTACHE, WHO ALSO SERVES AS NAVAL ATTACHE, AND AN ARMY ATTACHE - ONE WARRANT OFFICER AND 2 NCO'S AND 2 LOCAL EMPLOYEES (BOTH DRIVERS). THE AIR ATTACHE RESIDENT IN CARACAS IS ACCREDITED TO THE DR BUT THE DEFENSE ATTACHE PERFORMS THE DAY-TO-DAY FUNCTIONS OF AIR ATTACHE, WITH THE ASSISTANCE OF THE ARMY ATTACHE.

2. IN CARRYING OUT ITS PRIMARY FUNCTION OF COLLECTING AND REPORTING INTELLIGENCE ON SECURITY THREATS TO THE DR AND ON THE CAPABILITIES, VIEWS AND ACTIONS OF THE DOMINICAN SECURITY FORCES, THE DEFENSE ATTACHE'S OFFICE SUPPORTS ALL OF THE MISSION'S GOALS

IN THE DR. IN ADDITION TO CONTRIBUTING TO THE US SECURITY POSTURE, SUCH INTELLIGENCE ASSISTS MISSION OFFICIALS IN DETERMINING HOW BEST TO ENLIST THE SUPPORT OF THE DOMINICAN MILITARY, A KEY ELEMENT IN MAINTAINING THE COUNTRY'S STABILITY - FOR US OBJECTIVES. DAO'S REPRESENTATIONAL ACTIVITIES WITH DOMINIAN MILITARY SUPPORT PARTICULARLY THE MISSION'S GOALS OF ENCOURAGING REGIONAL COOPERATION (GOA III), IMPROVING BILATERAL TIES (OGAL IV) AND PROMOTING HUMAN RIGHTS AND DEMOCRATIC INSTITUTIONS (GOALS I). AMONG OTHER ACTIVITIES SERVING US INTERSTS, THE DAO COORDINATES COUNTRY CLEARANCE OF VISITS OF US AIRCRAFT, SHIPS AND DEFENSE OFFICIALS TO THE DR AND COOPERATE WITH THE US COAST GUARD IN COORDINATING US SEARCH AND RESCUE ACTIVITIES IN THIS COUNTRY.

3. THE ESTABLISHED DEFENSE ATTACHE'S OFFICE PRIORITIES SEEM
CONFIDENTIAL

CONFIDENTIAL

PAGE 02 SANTO 02454 07 OF 08 082141Z

CONSISTENT WITH MISSION GOALS. THE TWO MILITARY OFFICER POSITIONS SEEMS APPROPRIATE. HOWEVER, FROM THE VANTAGE POINT OF THIS OFFICE, APPLYING STRINGENT PERSONNEL RESOURCE GUIDELINES, THERE IS A QUESTION WHETHER A SUPPORTING AMERICAN STAFF OF 3 - ONE WARRANT OFFICER AND TWO NCO'S - AND BOTH LOCAL DRIVERS ARE ESSENTIAL TO SUPPORT THE OFFICE'S CONSTRIBUTION TO THE MISSION'S GOALS.

F. ICA

1. ICA/DR, WITH A COMPLEMENT OF 3 AMERICANS (PAO, CAO AND BNC DIRECTOR) AND 10 LOCAL EMPLOYEES, WAS CHARACTERIZED AS A "LEAN POST" BY ICA INSPECTORS A FEW MONTHS AGO. THIS IS THE EMBASSY'S IMPRESSION AS WELL.

2. ICA/DR CONDUCTS MULTIFARIOUS INFORMATION PLACEMENT, CULTURAL, PUBLIC RELATIONS AND LIBRARY ACTIVITIES IN SUPPORT OF ALL MISSION GOALS. ITS EMPHASIS IS ON IMPROVING BILATERAL TIES AND SPECIFICALLY ON TWO-WAY COMMUNICATION GOAL IV.B). IN ITS RECENT COUNTRY PLAN PROPOSAL; ICA/DR LISTS ITS PROGRAM PLAN PRIORITIES AS (1) DEVELOPMENT OF UNIVERSITY AND CULTURAL INSTITUTION LINKAGE (SUPPORTING GOAL IV.B); (2) HUMAN RIGHTS: STRENGTHING DEMOCRATIC INSITUTIONS (SUPPORTING GOA I); (3) US INVESTMENT AND TRADE (SUPPORTING GOAL IV.A); AND (4) ALTERNATIVE RESOURCES OF ENERGY (SUPPORTING GOA II). NOT LISTED IN PRIORITY ORDER ARE ACTIVITIES IN SUPPORT OF GOALS OF REDUCING ILLEGAL IMMIGRATION (AS SPECIFIED UNDER GOA I, SECTION C) AND COOPERATION IN NARCOTICS INTERDICTION (AS SPECIFIED UNDER GOA VI, SECTION E). THESE PRIORITIES APPEAR SOUND.

3. IN RELATING ICA/DR CONSTRIBUTIONS TO MISSION GOALS IN RELATION TO RESOURCES, SPECIAL NOTE SHOULD BE MADE OF THE CONSPICUOUS SUCCESS OF THE BINATIONAL CENTER IN SANTO DOMINGO, WHICH IS SELF-
CONFIDENTIAL

CONFIDENTIAL

PAGE 03 SANTO 02454 07 OF 08 082141Z

SUFFICIENT (THOUGH IT RECEIVES ICA GRANTS) AND STILL EXPANDING (THE BNC IN SANTIAGO, WITH ITS NEWLY INAUGURATED BUILDING, IS HADED THE SAME WAY); THE ANNUAL ICA-SPONSORED PROFESSIONAL SEMINAR, WHICH HAS BECOME A HIGHLIGHT OF DOMINICAN INTELLECTUAL LIFE; AND THE MISSION'S "SHOESTRING" OPERATION, WHICH HAS BROUGHT TOP-FLIGHT US CULTURAL AND SPORTS ATTRACTIONS TO THE DR WITH MINIMAL US FINANCIAL OUTLAY. THE IMPACT OF THESE ACTIVITIES IN RELATION TO COST HAS BEEN SO GREAT THAT IT WOULD BE WORTH-WHILE TO CONSIDER THE ADDITION OF AN ASSISTANT CAO TO ICA/DR' STAFF WHEN THE SANTO DOMINGO BNC'S CULTURAL COMPLEX IS COMPLETED NEXT YEAR.

4. IN THE 90 PERCENT ZBB PACKAGE RECENTLY SUBMITTED BY ICA/DR, ICA GRANTS TO THE BNC'S AT SANTO DOMINGO AND SANTIAGO WERE EXCLUDED BUT ICA/DR STRONGLY RECOMMENDED AGAINST THESE EXCLUSIONS. IN THE EMBASSY'S VIEW AS WELL, SUCH CUTS WOULD BE QUESTIONABLE. THE

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PAGE 01 SANTO 02454 08 OF 08 082125Z
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C O N F I D E N T I A L SECTION 8 OF 8 SANTO DOMINGO 2454

FOR THE DEPUTY UNDERSECRETARY FOR MANAGEMENT FROM THE AMBASSADOR

BNC'S ARE BECOMING INCREASINGLY ACTIVE AND IMPORTANT INSTITUTIONS IN THIS COUNTRY AND WITHOUT A US FINANCIAL CONTRIBUTION, THEIR BOARDS OF DIRECTORS WOULD BECOME LESS AMENABLE TO THE MISSION'S EFFORTS TO INFLUENCE BNC PROGRAMS IN DIRECTIONS BEST DESIGNED TO PROMOTE US OBJECTIVES.

G. AGRICULTURE

1. THE OFFICE OF THE AGRICULTURAL ATTACHE HAS A COMPLEMENT OF ONE AMERICAN AND TWO LOCAL EMPLOYEES. THE AGATT'S AREA OF RESPONSIBILITY INCLUDES HAITI, JAMAICA, THE BAHAMAS AND BERMUDA, AS WELL AS THE DR.

2. AGATT'S PRIMARY OBJECTIVE IS TO MAINTAIN AND EXPAND THE MARKET FOR US AGRICULTURE PRODUCTS THROUGH COMMODITY INTELLIGENCE REPORTING, ASSISTING US BUSINESS INTERESTS IN LOCATING CUSTOMERS FOR THEIR PRODUCTS, ASSISTING LOCAL IMPORTERS IN LOCATING US SUPPLIES OF DESIRED PRODUCTS, KEEPING LOCAL GOVERNMENT OFFICIALS AND TRADE APPRISED OF THE AVAILABILITY OF US FARM PRODUCTS, AND ASSISTING COUNTRIES TO OBTAIN CREDITS AND CONCESSIONAL TERMS FOR PURCHASE OF US FARM PRODUCTS.

3. TOTAL SALES OF US AGRICULTURAL PRODUCTS TO THE DR LAST YEAR WERE OVER \$100 MILLION AND TO THE FIVE COUNTRIES COVERED BY THE AGATT IN SANTO DOMINGO \$250 MILLION. THERE ARE ACTIVE
CONFIDENTIAL

CONFIDENTIAL

PAGE 02 SANTO 02454 08 OF 08 082125Z

PL 480 PROGRAMS IN THE DR, HAITI AND JAMAICA.

4. THE AGATT'S ACTIVITIES SUPPORT PRIMARILY THE GOAL OF IMPROVED BILATERAL ECONOMIC TIES (GOAL IV.A) AND THEY MAKE A CONTRIBUTION TO STIMULATING SOCIO-ECONOMIC DEVELOPMENT (GOAL II). THE PRIORITIES AND RESOURCES OF THE AGATT SEEM WELL SUITED TO US OBJECTIVES HERE AND IN THE REGION.

H. ACTIVITIES LEAST IMPORTANT TO ATTAINMENT OF AGREED US MISSION GOALS, OBJECTIVES AND ESSENTIAL FUNCTIONS.

IN TERMS OF A HYPOTHETICAL 10 PERCENT REDUCTION IN OVERALL FY78 RESOURCES OF THIS MISSION, FOLLOWING IN RANK ORDER ARE USG ACTIVITIES IN THE DR CONSIDERED LEAST IMPORTANT TO ATTAINMENT OF AGREED MISSION GOALS, OBJECTIVES AND ESSENTIAL FUNCTIONS:

(1) ACTIVITIES OF THE INTER-AMERICAN GEODETIC SURVEY REPRESENTATIVE.

(2) PEACE CORPS PROJECTS BEYOND THE "MINIMUM" LEVEL PROJECTED IN THE PC/DR ZZB SUBMISSION. (THIS WOULD MEAN A FALL FROM THE PRESENT LEVEL OF 100 PCV'S TO A NEW LEVEL OF 50-60 PCV'S, ALONG WITH A REDUCTION OF A FEW LOCAL EMPLOYEES IN THE PC/DR STAFF).

(3) AID PROGRAMS BEING PLANNED IN THE EDUCATION SECTOR AND NEW PROJECTS IN THE HEALTH SECTOR (EXCEPT TO THE EXTENT THAT PROJECTS OF LESSER SCOPE COULD BE FORMULATED WITH A COMPONENT OF POPULATION PLANNING THAT WOULD ELICIT GODR SUPPORT.) SEVERAL AMERICAN AND MORE LOCAL EMPLOYEE POSITIONS COULD THEREBY BE ELIMINATED.

(4) THE JUNIOR OFFICER TRAINEE CENTRAL COMPLEMENT POSITION IN THE
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PAGE 03 SANTO 02454 08 OF 08 082125Z

EMBASSISND THE TWO INTERNATIONAL DEVELOPMENT INTERN POSITIONS
IN AID/DR.

(5) ONE NCO AND ONE LOCAL DRIVER POSITION IN THE DEFENSE
ATTACHE'S OFFICE.

(6) THE REGIONAL MEDICAL OFFICER POSITION.
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